



MENTORING SECURITY LEADERS

Tomorrow's Security Leaders



Leadership and
Management Practices
Council

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Program Overview

The ASIS International Mentoring Security Leaders program is a career development methodology whereby ASIS members (Protégés) are matched with experienced ASIS colleagues for guidance and professional advice in order to gain knowledge and experience for dealing with the Protégé's immediate business-level requirements. The Mentor/Protégé relationship also provides a conduit for comprehension of the requirements for advancement of future career paths within the security field.

Any ASIS member, at any job level may participate in the program. Depending on the experience level of the Protégé within the security industry the Mentoring Program will match up the Protégé and Mentor based on the Protégé's current experience level. This will allow the Mentor to provide guidance and advice at the correct level intended to assist the Protégé at their current experience level for skill improvement, company and industry cultural comprehension, educational foundation expansion and broadening quality performance to encourage future career advancement.

The program is designed to promote long term leadership and career development through a one-on-one Mentor-Protégé relationship. Mentors share their experiences and advice on such topics as career advancement, professional visibility, networking and overcoming barriers to career success.

Managing a Mentoring Program

Chapter/Region Mentor Program Leadership (administration)

A successful mentoring program needs a strong framework for implementing and managing the program. The Mentoring Program requires a Chapter/Region leadership structure. It is recommended that a Mentoring Program Leader/Coordinator be selected. Local Chapter Young Professional Liaisons (YPL) can assist with matching young professionals with Mentors in their areas of interest. The Program Leader/Coordinator would drive the development and execution of the program. The Program Leader/Coordinator needs to ensure the program is well-managed.

The Chapter/Region Mentor program leaders must assess the necessary resources to ensure successful execution of the program and plan how the program will be managed:

- Recruit program participants
- Screen potential Mentors and Protégés
- Match Mentors and Protégés
- Provide ongoing support and monitoring of the mentoring relationships
- Evaluate program

Program Structure

One of the keys to a successful Mentoring Program is a strong framework for implementing and managing the program. An effective Mentoring Program must allow for flexibility within the framework to ensure the goals of the program are met. Specific goals will vary depending on the needs of the Protégé and where they are professionally in their career. The Program Leader/Coordinator will drive the execution of the Mentoring Program.

Upon successful completion of the program, the ASIS certified mentor will receive 9 CPE credits.

Mentor Recruitment & Screening Criteria

Mentor roles and responsibilities need to be clearly defined prior to any recruitment program so that those interested in joining the program understand what is required.

It is important to realistically describe both the rewards and challenges for mentoring when recruiting mentors. When recruiting potential Mentors, it is important to set realistic expectations regarding a mentoring relationship and what it can achieve.

It is recommended that a prospective Mentor receive detailed eligibility requirements. Mentors should have a minimum of five (5) years of management experience. Education, time in the industry, participation in other mentoring programs and years in leadership positions should be a component of the selection criteria. A mentor is someone who:

- Assists in the achievement of personal and professional development goals
- Provides honest feedback for continued growth
- Serves as a sounding board for the Protégé to exchange ideas
- Acts as a resource of industry information and contacts
- Shares personal experiences

Protégé Selection

A Protégé must be a member of ASIS International. The Protégé must be highly motivated and committed to advancing in the security industry. The Protégé is a person who is eager to enhance their career and takes responsibility to drive their professional development. It is the Protégé's responsibility to:

- Identify specific development goals
- Tie development to their current role or next role
- Identify individual strengths and opportunities for growth
- Proactively drive the mentoring relationship
- Schedule meetings with their Mentor at least once a month
- Track their development progress against goals and a development plan
- Provides feedback to their Mentor
- Let them know what recommendations worked and what did not work

Mentor & Protégé Match

The match between a Mentor and Protégé is the most important part of the mentoring partnership. A Mentor and Protégé should be considered a match when a Mentor's self-identified strength matches the Protégé's three to five identified areas of interest. To identify the match the Protégé and the Mentor should fill out the respective Readiness Assessment and Application Assessment forms, which is included in this program document. The ideal situation would be to have the Mentor and Protégé in the same geographic area however this is not required. The Program Chapter/Region Program Leader/Coordinator, to which the Protégé is assigned, will provide oversight and guidance of the matching process. The Program Leader/Coordinator should review the completed Readiness Assessment and Application Assessment forms and match a Mentor to a Protégé. Once a Protégé has completed the orientation process, there should be a short waiting period (less than 30 days) before they are either assigned a Mentor.

Program Orientation

The program orientation will occur after the completion of the Mentor/Protégé matching process. This orientation should provide an overview of the program and clarify roles, responsibilities and expectations. In addition, it is important to have the Mentor and Protégé:

- Complete the Mentor and Protégé Readiness Assessment forms
- Complete their respective Application Assessment forms.
- Provide program objectives

Mentor & Protégé Commitment

Mentoring is a process by which the Mentor and Protégé work together to enhance the Protégé's personal and professional growth. Both the Mentor and Protégé need to value the mentoring partnership. The Mentor and Protégé should:

- Honor commitments
- Meet frequently
- Honor scheduled meetings times
- Respect each other's differences
- Be open to new perspectives and learn from one another
- Commit to each other's development
- Agree on the communication method that works best
 - Face-to-Face
 - E-mail or Skype
 - Telephone

On-Going Support, Training and Monitoring

The Program Leader/Coordinator needs to make sure the Mentors have the tools and resources they need to be successful. The Mentor and Protégé will be required to attend an initial mentoring orientation that will cover the purpose, process and objectives of the Mentoring Program. If either the Mentor or Protégé determines that the mentoring partnership is not working the program has a "No Fault" walk-away provision.

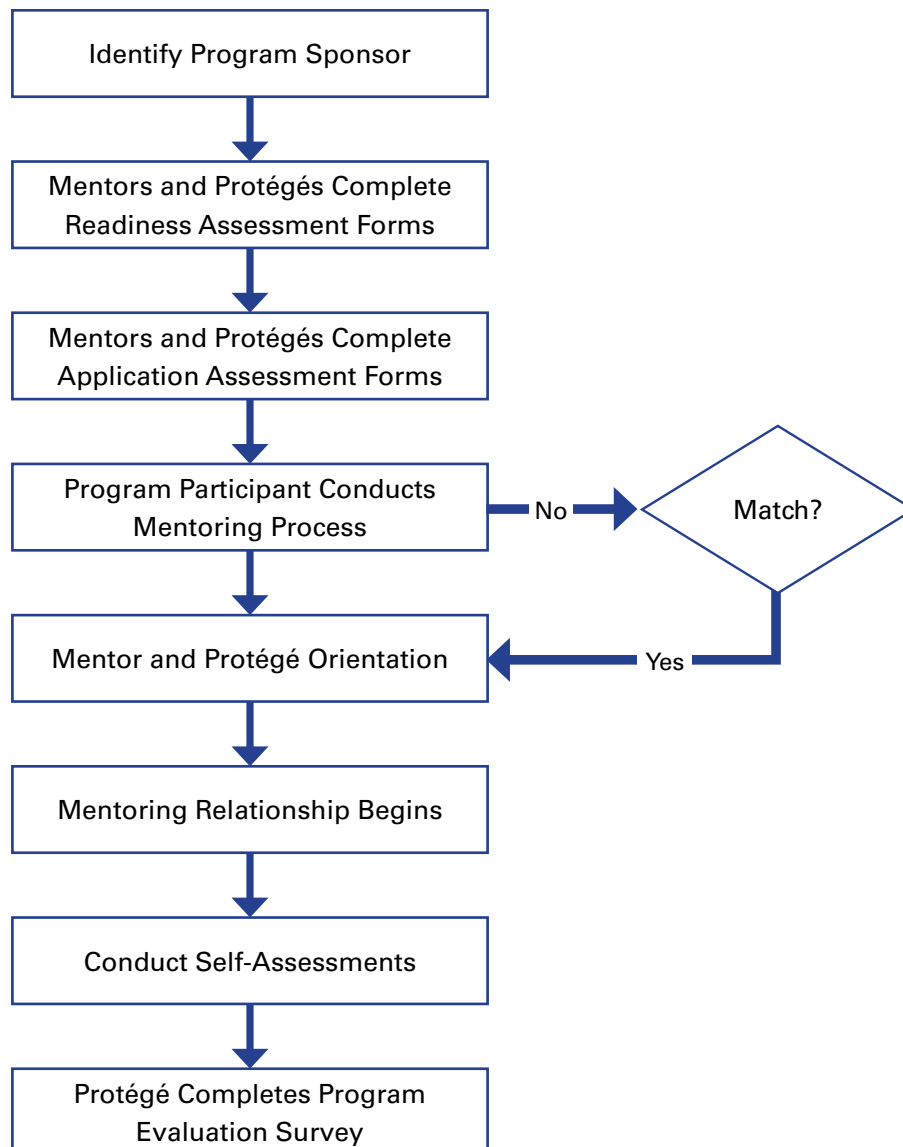
The Program Leader/Coordinator will provide an action plan to guide the Mentor in providing utmost value to the Protégé. The action plan will include:

Monthly assignments provided to the Protege based on his/her stated career path or assessment needs: the Mentor will assign a logical, value- add assignment. It may include researching different industries' security needs, strengthening presentation skills, etc.

Interview a security leader: the Mentor will coordinate a meeting between the Protege and a security leader. The Protege should be prepared with 20 interview questions. The Mentor will arrange for 4 to 5 interviews with security leaders in differing industries (i.e., information technology, finance, healthcare). The goal is to provide the Protege with a more comprehensive knowledge of potential career paths and a more robust network of resources.

Mentor/Protégé Evaluation

The Mentoring Program needs to have an on-going evaluation process that the Mentor and Protégé complete. It is important to establish interim checkpoints to identify successes and opportunities for continuous improvement. At both three and six months, an assessment should be completed by the Mentor and Protégé to identify how they think the partnership is working. An on-line survey tool will be provided by ASIS International.



Mentoring Process Flow Chart

Implementation Plan

The overall success of the ASIS Mentoring Future Security Leaders Program depends largely on the commitment of the Program Leader/Coordinator. The Coordinator must create interest in the Program, and then maintain momentum going forward. Tools to accomplish these deliverables are contained in an Implementation Plan.

Program Announcement

The Program is intended for Chapter members only. The Program Leader/Coordinator will work with the Chapter Chair to identify the Chapter members. The Chair will assist in providing an email distribution list of members. Once the email distribution list is obtained, an email announcing the Program will be sent to members. The intent of the email is to provide a general overview with a promise of additional details to follow shortly. See sample below.

Announcing: ASIS International “Mentoring Security Leaders” Program

We are excited to announce that our XXXXXXXX (insert chapter name) will be participating in the ASIS International “Mentoring Security Leaders” program. This program is designed to match experienced security professionals with individuals who are new to the industry or those looking to advance into leadership positions. If you are a young professional, a woman in the security industry or someone who is making the transition from the public to the private sector this program may be for you.

The “Mentoring Security Leaders” program is a process where an ASIS member (Protégé) is matched with an experienced ASIS colleague (Mentor) and is designed to promote long term leadership and career development through a one-on-one Mentor-Protégé relationship. Mentors share their experience and advice on such topics as career advancement, professional visibility, networking and overcoming barriers to career success.

Any ASIS member, at any job level, may participate in the program. Depending on the experience level of the Protégé within the security industry and areas of interest, the Mentoring Program will match up the Protégé and Mentor. We specifically designed the program so that it does not require a huge time commitment.

This year we are planning on kicking off the Mentoring Program with a Networking Event where potential Mentors and Protégé’s will have an opportunity to meet face-to-face. The Networking Event will also have a keynote speaker. The Networking Event will be held in late March after work. More information will be coming soon.

Please consider becoming a mentor or protégé by contacting your local ASIS International Chapter Chairman. If you are contemplating either role and need more information, feel free to call.

Program Participants

A component that may drive success of the Program is determining who should participate. By determining key groups upfront, it will aid in marketing efforts and communication strategies. Note that all Chapter members should be encouraged to join the Mentoring Program. However, in identifying key groups, it allows the Program Leader/Coordinator to get assistance from other ASIS Working Groups. For example, the Program may be geared towards Young Professionals, Women in Security, former military personnel transitioning to the workplace, and/or former law enforcement transitioning to private sector security. Wherever there's a need for a mentoring relationships should be pursued.

Introductory Meeting

By far, a face to face meeting is more beneficial than a meeting over the phone. Successful mentoring partnerships depend on compatible personalities—something that is difficult to determine from phone conversations. When possible, mentors and protégés prefer to choose who they partner with. A forum that will accomplish all of these items is a networking event. The invitation for the networking event should be sent to all Chapter members. Not only will Mentors and Protégés attend, but those that are curious about mentoring and the Program and have yet to sign up. The moderator of the networking event is the Program Leader/Coordinator.

The networking event may consist of the following:

- **Keynote speaker.** The speaker should be someone of prominence in the security industry. Suggestions include a CEO of a Fortune 500 company, or a high ranking public sector official (ie. Superintendent of police). The speaker should be prepared to discuss the benefits of mentoring, and how mentoring has played a key role in his/her success.
- **Panel discussion.** Panelists will include Mentors that have signed up for the Program. Panelists should consist of security leaders that would be of interest to the attendees, such as a woman in security, law enforcement now working in the private sector, etc. Another factor to consider is to have panelists from various industries such as healthcare, finance, campus security, IT, etc. The Program Leader/Coordinator will prepare 1-2 scripted questions to ask each panelist. Each panelist should be provided with the questions beforehand to ensure quality responses.
- **General meet-and-greet.** Attendees will be allowed to mingle with potential Mentors and Protégés.
- **Sign-up Sheets.** Sheets should be provided to all attendees. The purposes of completing the sheets are two-fold: To elicit feedback regarding the networking event so future events will provide even more value, and to allow the Mentor and/or Protégé to sign up for the Program, or request a specific Mentor/Protégé.

Communications

Maintaining periodic communications is important. In general, it keeps the momentum going with the Program. The key is to have a communication that's newsworthy, timely, and of interest to the reader. The most effective means of communication is an email. It does not have to be a professional newsletter. The email should be sent to all Chapter members.

Suggested content include:

- Greeting from the Program Leader/Coordinator
- Interviewing a Mentor
- Inserting an article about Mentoring, Career Advancement, etc.

The email should be sent at least quarterly.

Informal Meetings

To supplement the Three and Six Month Self-Assessments, it's recommended for the Program Leader/Coordinator to elicit feedback from Mentors and Protégés. Feedback is critical in molding the program so that it provides the most value. Feedback also strengthens the Program for future mentoring partnerships. Meetings can be conference calls among Protégés or Mentors. They can also take place at an after hour event. The Program Leader/Coordinator should ask the groups for feedback on both successes of their partnerships as well as areas of improvement. It's suggested that these meetings are for all Protégés or all Mentors, but not a mixture of both. By having one group participate, it allows for more open, honest feedback.

Teaming with the Protégé—Tips & Hints

- **Networking via Face-to-Face Benchmark Surveys:** The Mentor should include in the action plan two or more Protégé benchmark visits with local chapter ASIS Practitioners (CSO, Security Directors, Security Manager, etc.) who are outside the Protégés industry, thus allowing the Protégé to compare various security management leadership styles and practices.
- **Protégé Minutes of Meeting:** It is recommended that the Protégé complete and distribute to the Mentor minutes of meeting within 24hrs of each monthly meeting. The minutes should include all mutually agreed action plans showing the topic, assigned responder and completion date.
- **Post Evaluation Form:** The Post evaluation form is to be completed at the completion of the program with copies sent to the Chapter Mentoring Committee Chairman and/or Chapter Chairman and the Chairman of the ASIS International Leadership & Management Practices Council.

Certificate of Completion

Once the attached Post Evaluation Form is completed and received, using the attached Certificate of Completion template, the Chapter Chairman should prepare and issue a Mentoring Security Leaders Certificate of Completion to the Mentor and the Protégé. The completion of the mentoring program is a significant accomplishment. Thus the Certificate of Completion should be printed on high quality certificate paper stock (available from your local stationary store) and mounted in a professional wall mountable frame. It is recommended that the certificates be awarded by the Chapter Chairman during a chapter meeting or event.

PCB (Professional Certification Board) Credit for CPP, PSP, PCI, EP Recertification

If applicable, upon receipt of the Chapter issued "Mentoring Security Leaders" Certification of Completion form, the Mentor will also receive "9" CPE credits upon submitting a copy of the Post Mentoring Self-Assessment Form and a photocopy of the Certificate of Completion. Directions for submittal are available on the ASIS Recertification page <http://www.asisonline.org/Certification/Recertification/Pages/default.aspx> via the "Manage your CPEs Online" link.

Program Tools and Resources

(Updated November 2016)

Based on testing and user feedback, the forms and worksheets for the mentor program have been packaged for download through the ASIS website (www.asisonline.org). Please click on the direct hyperlinks below to access these documents:

- **Mentor Application Package** (*includes Mentor Application Assessment, Mentor Readiness Assessment, 3/6 Month Self-Assessment, Post Mentoring Self-Assessment, Study Questions, and Roles*)
<https://www.asisonline.org/Membership/Member-Center/Documents/Mentor%20Application%20Package.pdf>
- **Protégé Application Package** (*includes Protégé Application Assessment, Protégé Readiness Assessment, 3/6 Month Self-Assessment, Post Mentoring Self-Assessment, Study Questions, and Roles*)
<https://www.asisonline.org/Membership/Member-Center/Documents/Protege%20Application%20Package.pdf>
- **Administrator Package** (*includes the Agreement/Plan, and Mentoring Program Tracking Matrix*)
https://www.asisonline.org/Membership/Member-Center/Documents/Administrator%20Package_2016.pdf
- **Sample Certificate**
<https://www.asisonline.org/Membership/Member-Center/Documents/Sample%20Certificate%20of%20Completion.pdf>

ASIS Mentoring Site: <https://www.asisonline.org/Membership/Member-Center/Pages/Mentorship.aspx>

The documents are also made available for individual download:

- [Mentor Application Assessment](#)
- [Protégé Application Assessment](#)
- [Mentor Readiness Assessment](#)
- [Protégé Readiness Assessment](#)
- [3/6 Month Self-Assessment](#)
- [Post Mentoring Self-Assessment](#)
- [Study Questions](#)
- [Roles](#)
- [Agreement and Plan](#)
- [Mentoring Program Tracking Matrix](#)
- [Certificate of Completion \(Sample\)](#)

Professional Resources

American Management Association

<http://www.amanet.org>

ASIS International “Leadership & Management Practices Council”

<https://www.asisonline.org/Membership/Member-Center/Councils/leadership/Pages/default.aspx>

ASIS OP Norton Information Resource Center (ASIS membership and log in required)

Association of Threat Assessment Professionals

<http://www.atapworldwide.org>

Centers for Disease Control and Prevention

<http://www.cdc.gov>

CIA World Factbook

<https://www.cia.gov/library/publications/the-world-factbook/index.html>

Customs-Trade Partnership Against Terrorism

<https://www.cbp.gov/border-security/ports-entry/cargo-security/c-tpat-customs-trade-partnership-against-terrorism>

Federal Agencies and Commissions

<http://www.usa.gov/directory/federal/index.shtml>

Federal Emergency Management Agency

<http://www.fema.gov>

National Incident Management System (NIMS)

<http://www.fema.gov/national-incident-management-system>

OSHA

<http://www.osha.gov>

Overseas Security Advisory Council

<http://www.state.gov/m/ds/terrorism/c8650.htm>

Society for Human Resources Management

<http://www.shrm.org>

Society for Risk Analysis

<http://www.sra.org>

U.S. State Department Traveler’s Checklist

<https://travel.state.gov/content/passports/en/go/checklist.html>



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